

October 22, 2004

Department of Public Safety and Corrections
Corrections Services



Strategic Plan

FY 2005-2006 through 2009-2010

VISION STATEMENT

Louisiana should be a safe place to live. The correctional system can play a significant role in contributing to citizen safety. The success of our efforts will be shaped in part by the contributions and efforts of dedicated staff, concerned citizens and offenders who take advantage of the opportunity to make positive change.

MISSION STATEMENT

The mission of Corrections Services is to provide for the custody, control, care and treatment of adjudicated offenders through enforcement of the laws and management of programs designed to ensure the safety of the public, staff and inmates, and further, reintegrate offenders into society.

PHILOSOPHY

We respect the need for public safety and operate our programs and services in a way to ensure a better Louisiana. We respect our employees and understand the challenges inherent in their provision of public service. We respect the dignity of our inmates and work hard to not only comply with Federal, State and other mandates, but to also provide an environment that will enable them to live a productive life upon release as a means to reduce recidivism. Corrections Services strives to maintain an environment where high ethical standards are expected and performance accountability is a critical element for our success.

LOUISIANA DEPARTMENT OF PUBLIC SAFETY AND CORRECTIONS

DEPARTMENT GOALS

I. Public Safety

Maximize public safety through appropriate and effective correctional custodial programs, supervisory services and community partnerships.

II. Staff and Inmate Safety

Provide for the safety of correctional staff and inmates by maintaining an organized and disciplined system of operations that promotes stability in our institutional and other field operations.

III. Provision of Basic Services

Provide appropriate services for victims of crimes committed by those offenders in our custody or under our supervision, and ensure that basic services relating to adequate food, clothing, healthcare and shelter are provided to the inmate population.

IV. Opportunity for Change

Provide an environment that enables positive behavior change by making or identifying educational and rehabilitative opportunities available within the unit or the community for inmates and persons under supervision who demonstrate motivation for change and the desire to participate in such programs, and enhance public safety and crime prevention by increasing the ability of offenders to live lawfully in the community.

V. Opportunity for Making Amends

Provide opportunities for making restitution and participating in community restorative initiatives as a mechanism to compensate individuals and communities harmed by crime.

PRINCIPAL CLIENTS AND USERS

The Department of Corrections serves the citizens of the State of Louisiana by providing programs and services to ensure the safety of the public. Additionally victims' rights groups, citizens and communities are served through programs focused on notification, restoration and opportunities to make amends. Project Clean Up is one such example of a program designed to produce these benefits.

Offenders receive services through the Administration, Rehabilitation, Incarceration, Health Services, Diagnostic and Canteen programs at each facility. Finally, law enforcement entities receive information and identification services, as well as assistance in Chase Teams and Tactical Teams.

Duplication of Effort

The Department avoids duplication of effort in several ways. First, it engages in internal quarterly reviews and compiles the Quarterly Statistical Performance Report, which is widely circulated to assist in internal decision making as well as external information and evaluation. Senior Staff meet quarterly to review reports and based on the data that is collected, to consider whether individual programs are achieving their goals. Further, the QSPR assists the Department by identifying strengths and warning staff of areas to monitor. Secondly, the Department works to establish best practices and document efficiencies and strives to ensure that what has been learned can become standard operating procedure at all institutions. In addition, the Department works to clearly define mission and objectives for programs and different institutions to ensure unique and complementary activities across the Department. Finally, the Department carefully reviews performance audits and other external evaluations to eliminate potential duplication with other State agencies.

POTENTIAL EXTERNAL FACTORS WHICH MAY AFFECT GOAL ACCOMPLISHMENTS

The potential external factors that may affect goal accomplishments are keeping pace with growth in incarceration, the labor market (our pool to draw from shrinks when economy is good), changes in statutes, types of criminals (more violent inmates entering with more health problems, disciplining problems), lack of funding (fiscal plight of Louisiana), the judicial system and sentencing difficulties.

The Basic Numbers

Incarceration rate is based on the number of State or Federal prisoners with sentences of more than one year per 100,000 resident population. For more than 20 years, Louisiana's incarceration rate has been among the highest in the nation. According to figures from the U.S. Bureau of Justice Statistics, it has been the highest: in 1999, when the national average was 468/100,000 population, Louisiana reached 763; in 2000, the State rate rose to 793/100,000 (over the national average of 481); and figures for 2001 indicate a State rate of 795/100,000 and a national average of 472. Under the Federal Violent Crime Control and Law Enforcement Act, more than \$70 million has been awarded to the Department since 1996 to build beds to house violent offenders.

The current operational capacity of the State's adult institutions is 18,372. That number is projected to reach 20,149 by FY 09-10. During the same time, projected work release beds are expected to increase slightly from the current level, and State beds in local facilities are projected to increase to 17,325. This will bring total system capacity from its present 36,078 to 37,474.

At the same time it is important to note that among the 16 states of the Southern Legislative Conference, Louisiana has the second lowest cost of incarceration for adult offenders: \$32.67, which is \$13.04 less than the region's average.

Numerous factors affect the number of persons incarcerated and the demand for prison beds. Changes in society's expectations, reflected in new and amended laws, directly affect the number and type of admissions to incarceration, the length of sentence to be served and the number of beds needed to accommodate the numbers. Policy decisions also affect bed space requirements.

Law allows certain inmates both to earn diminution of sentence credits (popularly called "good time") for positive behavior in prison and to lose diminution of sentence credit for violation of prison rules and State laws. In the first quarter of 2003, adult inmates in the State system lost a cumulative total of 12,598 days of good time as sanctions for disciplinary infractions. This number translates into an additional 34.5 years of prison time. The Department's ability to take good time credit from inmates who refuse to conform to institutional rules keeps those inmates off the streets for a longer period of time.

Decisions by the Parole Board also influence prison populations. In recent years, the rate at which board members denied parole has increased, then decreased. In 1995, 34% of the persons heard for parole were denied; by 1998, the denial rate reached 59.96%. Since then, it has begun to move downward and stood at 38.33% in 2002. Since 1998, the percentage of new prison admissions resulting from the revocation of persons released by parole or diminution of sentence to parole supervision has risen gradually from 32% to 33% to 34%.

The Challenge

For more than 20 years, Louisiana's incarceration rate has been among the highest in the nation. It has been the highest: in 1999, when the national average was 468/100,000 population, Louisiana reached 763; in 2000, the State rate rose to 793 (over the national average of 481); and figures for 2001 indicate a State rate of 795 and a national average of 472. In January 1996, there were 25,000 State prison inmates; in January 2004, the number was 35,885.

Decision makers usually examine numbers like this in terms of fiscal impact. The increasing number of persons incarcerated in Louisiana and nationwide is beginning to have another impact and it too demands attention. Because most incarcerated persons are eventually released from prison (in Louisiana, the estimate is 90%; nationally, 95%), it should not be surprising that larger numbers are beginning to leave prison to return to the communities they lived in before going to prison.

Based on justice system policies of the last 20 years, the returnees represent a challenging mix: there are more violent offenders and more drug offenders, as well as more offenders coming back from their first experience with incarceration and more offenders returning after an earlier release on the same offense. More have been incarcerated for longer periods (which loosens ties to communities and families) and fewer have participated in education and training programs. According to national statistics, up to 70% of this increasingly larger number will return to prison for committing new felonies or refusing to abide by other conditions of their probation or parole. This cycle of removal and return is increasingly concentrated in a relatively small number of communities that already face enormous social and economic disadvantages.

Partnerships

In the early 1990s, the Department and local law enforcement officials began focusing systematically on managing jail and prison bed space. Their belief, then and now, is that if optimum use of prisoner beds at the State and the local levels can be achieved, then public safety can be increased and funds can be better invested by assigning violent, special needs, high-risk and incorrigible inmates to a more restrictive environment (State facilities) and assigning less violent, lower-risk inmates to a less restrictive environment (local facilities).

The Department and local public entities are authorized by law to execute Cooperative Endeavor Agreements, whereby local entities agree to provide jail space in excess of local needs in exchange for the State's commitment to utilize a fixed percentage of the space. This facilitates financing of new jail space when other options are not available and allows expansion of the number of beds for local as well as State use. As of August 2003, 23 Cooperative Endeavor Agreements involving 3,416 beds for State inmates were operational.

Overall, State inmates occupy about 45% of the prison beds available in the local prisons (16,216 of 36,078 beds). As of July 2003, the Department was monitoring 110 facilities that house State inmates. All of the facilities have achieved full certification under the Basic Jail Guidelines. Work release beds have been expanded as some parishes have responded to statutes allowing implementation of work release programs for State inmates housed in those jurisdictions.

Program Evaluations

Monthly Summary Report of Activities and Unusual Occurrences (C-05-001) are reports used for program evaluation. Also, Headquarters audits Adult Institutions (C-05-003) and monitors program performance.

The Quarterly Statistical Performance Report (QSPR) is essentially an upgrade of the C-05-001 process and it is the "next generation" of management reporting within the agency. With QSPR, emphasis shifts beyond collecting and reviewing information in a standardized format to collecting information that will also enable decision makers to measure the relative success of agency programs, policies and practices. In this way, management will be apprised of developing problems and can determine solutions and implement changes to alleviate them.

CORRECTIONS – ADMINISTRATION

Program A: Office of the Secretary

Program Authorization: R.S. 15:574.2-574.21; R.S. 15:821-840.2; R.S. 15:1111; R.S. 46:1844 (A)(3); R.S. 36:401-409

MISSION

The mission of the Office of the Secretary within Corrections Services is to oversee development and implementation of departmental policy and to give direction and lend support in the administration, control and operation of departmental programs and other activities related to offenders placed in State custody by the courts. To afford this direction and support, the Office provides department-wide administration, policy development, financial management and leadership, sets the standard for ongoing audit programs and maintains a corporate culture for management excellence.

GOALS

I. Continue to lead the nation in correctional services by maintaining rigorous operational standards.

Objective I. 1

Ensure that 100% of department institutions and functions achieve accreditation with the American Correctional Association (ACA) through 2010.

Strategy I.1.1

Conduct ongoing audit of programs with C-05-003 audit process as a catalyst for positive change.

Strategy I.1.2

Monitor monthly operating unit reports such as C-05-001 and QSPR.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens. Objective 3.4: To improve the quality of life for Louisiana's children.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Corrections Services provides flexible work schedules to accommodate employees with child care or other family issues, has an Employee Assistance Program which provides information and guidance for employees and/or family members, supports the Family and Medical Leave Act and provides eligibility for health and other insurances for employees and/or family members.

Other Link(s): Not Applicable.

Performance Indicator

Percentage of Department institutions and functions with ACA accreditation.

II. Assist victims, support community needs and offer offenders an opportunity to make amends.

Objective II.1

Increase communications with crime victims on an annual basis.

Strategy II.1.1

Continue to publicize Crime Victims Services Bureau services to offer victims easy access to information about matters of direct concern to them.

Strategy II.1.2

Cultivate cooperative involvements with outside agencies and victims groups.

Strategy II.1.3

Provide periodic training opportunities for staff utilizing the Restorative Justice education package.

Strategy II.1.4

Develop programming to create inmate awareness of debts owed their victims and the community.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Number of crime victim notification requests (first contacts only).

Objective II.2

Reduce the recidivism of sex offenders by 2% by 2010.

Strategy II.2.1

Develop and implement a Victim Impact Program for sex offenders incorporated into CORE programming.

Strategy II.2.2

Maintain the sex offender registry, which provides names, addresses, crimes and pictures of sex offenders who have been released from incarceration into the community.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Recidivism of sex offenders.

Program B: Office of Management and Finance

Program Authorization: R.S. 15:574.2-574.21; R.S. 15:821-840.2; R.S. 15:1111; R.S. 36:406; R.S. 46:1844

MISSION

The mission of the Office of Management and Finance (which is under the authority of the Undersecretary) is to provide the leadership, direction and support to efficiently manage and account for the Department's resources. The OMF program is responsible for fiscal services, budget services, information services, food services, maintenance and construction, performance audit, training, procurement and contractual review, and human resource programs of the Department.

GOALS

I. Ensure and provide management support to all units in activities involving fiscal and administrative matters.

Objective I.1

Reduce by 1% the percentage of budget units having repeat audit findings from the Legislative Auditor by 2010.

Strategy I.1.1

Competently manage areas of responsibility encompassing fiscal services, budget services, procurement, contract, payroll, personnel, grants, data process managing, maintenance and construction.

Strategy I.1.2

Continue to focus on safety issues resulting in reduced accident rates and significant savings in insurance premiums.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Corrections Services provides flexible work schedules to accommodate employees with child care or other family issues, has an Employee Assistance Program which provides information and guidance for employees and/or family members, supports the Family and Medical Leave Act and provides eligibility for health and other insurances for employees and/or family members.

Other Link(s): Not Applicable.

Performance Indicator

Percentage of budget units having repeat audit findings from the Legislative Auditor.

Objective I.2

Receive 100% of possible credit from the Office of Risk Management on annual premiums.

Strategy I.2.1

Monitor and audit capacity and accreditation elements in an effort to maintain entities that are identified as being stable, safe and constitutional. This will lead to reduced accident rates and significant savings in insurance premiums.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Percentage of annual premium credit from ORM.

Number of dollars credited.

Program C: Adult Services

Program Authorization: R.S. 15:574.2-574.21; R.S. 15:821-840; R.S. 15:1111; R.S. 36:407-408

MISSION

The mission of the Office of Adult Services is to provide administrative oversight and support of the operational programs of the adult institutions. The Assistant Secretary leads and directs the Department's audit team, which conducts operational audits of all adult institutions and assists all units with matters relative to the maintenance of ACA accreditation. Staff in this office also support the Administrative Remedy Procedure (inmate grievance and disciplinary appeals).

GOALS

I. The Adult Services Program will maximize capacity utilization.

Objective I.1

Maintain 99% of adult institution design capacity from 2006-2010.

Strategy I.1.1

Provide services in the operational areas efficiently and effectively.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Total bed capacity, all adult institutions, at end of fiscal year.

Inmate population as a percentage of maximum design capacity.

Objective I.2

Increase recommendations from the Risk Review Panel by 5% by 2010.

Strategy I.2.1

Conduct timely hearings and make appropriate recommendations on applications received.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Percentage of applications that result in hearings.

Percentage of hearings that result in recommendations "granted".

II. The Adult Services Program will provide basic/broad-based educational programs to adult inmates who are motivated to take advantage of these services and have demonstrated behavior that would enable them to function within an educational setting.

Objective II.1

Increase the number of inmates receiving GED and vo-tech certificates by 5% annually.

Strategy II.1.1

Continue to modify and enhance a program to track all educational participation.

Strategy II.1.2

Allow adult inmates who demonstrate behavior that would enable them to function successfully in an educational setting to participate in basic literacy and other educational programs, such as Adult Basic Education, General Education Development (GED) and vocational training.

Strategy II.1.3

Continue to assess adults for educational functioning upon intake and periodically throughout the incarceration period.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

System-wide number receiving GED.

System-wide number receiving vo-tech certificate.

Percentage of the eligible population on a waiting list for educational activities.

Percentage of inmates released who have HS diploma, GED or vo-tech certificate

III. The Adult Services Program will provide guidance and support to prisons as they continue to seek efficient, effective strategies to address inmate healthcare issues.

Objective III.1

In an effort to combat rising healthcare costs, hold system-wide average costs for health services per inmate day to no more than a 10% increase annually.

Strategy III.1.1

Research new opportunities in healthcare to deliver quality care at a reasonable cost to ensure that we are staying competitive in this ever-changing environment.

Strategy III.1.2

Increase the number of telemedicine medical service projects used.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.
Other Link(s): Not Applicable.

Performance Indicator

System-wide average cost for health services per inmate day.

IV. Prepare inmates for release through implementation of innovative programs and initiatives.

Objective IV.1

Reduce recidivism among CORE participants by 5% by 2010.

Strategy IV.1.1

Increase participation in CORE (Corrections Organized for Re-entry), which is designed to increase the ability and willingness of offenders to live lawfully in the community by preparing them for release from their point of entry and developing individualized and evolving re-entry plans to hold them accountable after they enter the community.

Strategy IV.1.2

Teach offenders marketable skills to assist them in creating a positive future upon release.

Strategy IV.1.3

Provide an intensive two- to three-year period of planning and preparation culminating in an individual accountability plan.

Strategy IV.1.4

Support offenders' transition into the community by monitoring behavior and developing referral sources.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Recidivism rate among adult offenders.

Objective IV.2

Reduce recidivism among Work Release participants by 5% by 2010.

Strategy IV.2.1

Increase participation in Work Release programs that give inmates a graduated return into the community.

Strategy IV.2.2

Ensure Work Release placement within six to 24 months of expected release dates.

Strategy IV.2.3

Provide Work Release as an alternative to incarceration for technical parole violators as appropriate.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Recidivism rate among Work Release participants.

Objective IV.3

Reduce recidivism among Intensive Motivational Program of Alternative Correctional Treatment (IMPACT) participants by 5% by 2010.

Strategy IV.3.1

Increase participation in the IMPACT Program as a suitable alternative to long-term incarceration for primarily youthful first and second offenders.

Strategy IV.3.2

Continue to utilize Federal funds to help support structured substance abuse programs.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Recidivism rate among IMPACT participants.

Program D: Board of Pardons

Program Authorization: Article XIV of 1974 Louisiana Constitution; R.S. 15:572-574.1; R.S. 36:409; R.S. 15:1111

MISSION

The mission of the Board of Pardons, whose five members are appointed by the Governor and confirmed by the State Senate, is to recommend clemency relief, (that is, commutation of sentence, restoration of parole eligibility, pardon and restoration of rights) for offenders who have shown that they have been rehabilitated and have been or can become law-abiding citizens. In taking these actions, especially when deliberations involve the amount of time a person will remain incarcerated, the Board seeks to strike a balance between public safety and provision of an incentive for offenders who have no release dates. No recommendation is implemented until the Governor signs the recommendation.

GOALS

- I. The Board of Pardons will continue to provide expeditious hearing and objective determination of applications for clemency.**

Objective I.1

Increase the percentage of recommendations to hearings by 5% by 2010.

Strategy: I.1.1

Staff prepares documentation for Board of Pardons review.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Percentage of hearings versus number of recommendations.

Number of case hearings.

Program E: Board of Parole

Program Authorization: R.S. 15:574.2-547.141; R.S. 36:409; R.S. 15:1111

MISSION

The mission of the Board of Parole, whose members are appointed by the Governor and confirmed by the State Senate, is to determine the time and conditions of releases on parole of all adult offenders who are eligible for parole; determine and impose sanctions for violations of parole; and cooperate with the criminal justice and corrections systems. The Board also administers medical parole and revocations.

GOALS

I. The Board of Parole will continue to provide for reintegration of offenders into society in a manner consistent with public safety.

Objective I.1

Increase the percentage of paroles granted versus the number of parole hearings conducted by 5% by 2010.

Strategy I.2.1

Conduct timely hearings and make appropriate recommendations based on objective review.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Percentage of the number of hearings conducted versus number granted.

Number of parole revocation hearings conducted.

Number of parole hearings conducted.

Number of paroles granted.

CORRECTIONS – CORRECTIONAL FACILITIES¹

C. Paul Phelps Correctional Center
Louisiana State Penitentiary
Avoyelles Correctional Center
Louisiana Correctional Institute for Women
Dixon Correctional Institute
J. Levy Dabadie Correctional Center
Elayn Hunt Correctional Center (Diagnostic Center)
David Wade Correctional Center (Forcht-Wade and Steve Hoyle Rehabilitation Program)
Washington Correctional Institute

MISSION

The mission of Correctional Facilities is to provide for the custody, control, care and treatment of adjudicated adult offenders through enforcement of the laws and implementation of programs designed to reintegrate offenders into society, while ensuring the safety of the public.

Program A: Administration

Program Authorization: R.S. 15:821-840.2; R.S. 36:401-409

MISSION

The mission of the Administration Program is to provide the leadership, direction and institutional support in the day-to-day management of the institution, including maintenance of ACA accreditation.

GOALS

- I. The Administration Program will continue to effectively manage available resources to ensure maximum utilization and avoidance of budget deficits in accomplishing the Unit's goals and objectives.**

Objective I.1

Reduce staff turnover of Correction Security Officers by 5% by the year 2010.

Strategy I.1.1

Utilize all available resources to maximize the effectiveness of our mission and programs.

Strategy I.1.2

Pursue necessary funding for additional support positions due to the increase in inmate population, programs and services.

¹ Auxiliary services are offered at all of the above institutions.

Strategy I.1.3

Improve the ability to recruit, hire and retain high quality professional managers and staff.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Corrections Services provides flexible work schedules to accommodate employees with child care or other family issues, has an Employee Assistance Program which provides information and guidance for employees and/or family members, supports the Family and Medical Leave Act and provides eligibility for health and other insurances for employees and/or family members.

Other Link(s): Not Applicable.

Performance Indicators

Percentage of cadets who leave before one year of employment.

Percentage of certified correctional professionals.

Objective I.2

Remain in the lower quartile of the southern region's housing cost per day through 2010.

Strategy I.2.1

Conduct periodic expenditure projections to advise warden of budget status.

Strategy I.2.2

Perform audit of budget (CO-05-003).

Strategy I.2.3

Prepare cycle menus every six weeks that are evaluated and approved by a registered dietician.

Strategy I.2.4

Provide special diets for medical and faith-based reasons.

Strategy I.2.5

Provide adequate clothing according to Department regulations.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Average cost per day per inmate bed.

Position in southern region's housing cost per day comparison.

Program B: Incarceration

Program Authorization: R.S. 15:821-840.2; R.S. 36:401-409

MISSION

It is the mission of the Incarceration Program to provide for the custody, control and care of adjudicated offenders through enforcement of the laws and implementation of programs designed to ensure the safety of the public, staff and inmates.

GOALS

I. The Incarceration Program will maximize public safety through appropriate and effective correctional, custodial and supervisory programs.

Objective I.1

Reduce the number of escapes to zero by 2010, and apprehend all escapees at large.

Strategy I.1.1

Follow Department Regulations and ACA Standards.

Strategy I.1.2

Provide training for security officers annually (40 hours) on policies and procedures.

Strategy I.1.3

Provide additional specialized training for staff members annually (supplemental 40 hours).

Strategy I.1.4

Implement necessary controls and provide adequate facilities and security personnel.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Number of escapes.

Number of apprehensions.

II. The Incarceration Program will continue to provide for the safety of the correctional staff and inmates by maintaining an organized and disciplined system of operations that promotes stability in the institution.

Objective II.1

Minimize security breaches by maintaining the number of inmates per Corrections Security Officers through 2010.

Strategy II.1.1

Conduct scenarios to determine effectiveness of existing security procedures, staff implementation of those procedures and utilize the results as a training aid.

Strategy II.1.2

Improve supervision via establishment of additional supervisory positions and promotion into those positions of qualified staff to provide expanded (after hours) supervisory coverage.

Strategy II.1.3

Intensify training for staff and expand training opportunities utilizing multi-point video conferencing.

Strategy II.1.4

Improve management of problem inmates via management programs designed to encourage improved behavior.

Strategy II.1.5

Maintain acceptable staffing levels.

Strategy II.1.6

Routinely review procedures.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Number of inmates per Corrections Security Officer.

Program C: Rehabilitation

Program Authorization: R.S. 15:821-840.2; R.S. 36:401-409

MISSION

The mission of the Rehabilitation Program is to provide an environment that enables behavioral changes by making rehabilitation opportunities available to inmates, which will increase their odds of being successful when reintegrated into society.

GOALS

- I. The Rehabilitation Program will provide maximum opportunities for inmates who demonstrate motivation for change to participate in academic, vocational and literacy activities in an effort to successfully reintegrate them into society.**

Objective I.1

Reduce the recidivism rate of inmates participating in educational programs by 5% by 2010.

Strategy I.1.1

Further enhance educational programming with special emphasis on literacy.

Strategy I.1.2

Further enhance vocational education opportunities with emphasis on readily-employable skills, such as welding, etc.

Strategy I.1.3

Teach all inmates Character Counts, Steps for Success and Parenting Skills Programming as part of the Children's Initiatives and to maintain Children Reading Centers.

Strategy I.1.4

Teach life skills programs to inmates.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Recidivism rate of inmates participating in educational programs.

Percentage of the eligible population participating in educational activities.

Percentage of the eligible population on a waiting list for educational activities.

Objective I.2

Reduce recidivism by 5% through the full implementation and effective utilization of CORE by 2010.

Strategy I.2.1

Provide information concerning employment opportunities, stress management, budgeting, medical, family and personal issues.

Strategy I.2.2

Provide a portfolio, which includes a resume, social security card, identification and other useful documentation prior to the release of the inmate.

Strategy I.2.3

Assist offenders' transition back to their family, work and community life by conducting Resource Fair with community business owners and service providers.

Strategy I.2.4

Establish a spiritual foundation to assist inmates in making sound moral decisions with the development of partnerships with faith-based institutions.

Strategy I.2.5

Form community partnerships that will prepare offenders for release.

Louisiana: Vision 2020 Link: This operational objective is related to *Vision 2020* Recommended Objective 1.10: To build a workforce with the education and skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs; Objective 1.11: To increase workforce participation rates among traditionally underutilized sources of workers (women, minorities, disabled, ex-offenders, immigrants, elderly, etc.); Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): This operational objective is related to Workforce Development Commission's efforts to coordinate job-training activities.

Performance Indicators

Recidivism rate among adult offenders.

Number of CORE program participants.

II. The Rehabilitation Program will provide benefits to the State and local government by requiring all able-bodied inmates to participate in work programs and on-the-job training.

Objective II.1

Maintain 97% or better utilization of inmates in work programs quarterly.

Strategy II.1.1

Maintain and improve participation in Project Clean-Up.

Strategy II.1.2

Monthly review of statistics by Department Secretary.

Strategy II.1.3

Teach inmates work ethics through participation in work programs.

Louisiana: Vision 2020 Link: This operational objective is related to *Vision 2020* Recommended Objective 1.10: To build a workforce with the education and skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs; Objective 1.11: To increase workforce participation rates among traditionally underutilized sources of workers (women, minorities, disabled, ex-offenders, immigrants, elderly, etc.); Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Percentage of inmates on regular duty.

Project Clean-Up number of man-hours per week.

III. The Rehabilitation Program will provide inmates an opportunity for spiritual growth and constructive ways to interact and use energy by offering faith-based guidance and recreational programs in an effort to reduce recidivism.

Objective III.1

Decrease recidivism of those participating in faith-based programs by 10% by 2010.

Strategy III.1.1

Provide faith-based services weekly to interested inmates.

Strategy III.1.2

Circulate calendar of faith-based programs to interested inmates.

Strategy III.1.3

Provide quality programming and grief counseling.

Strategy III.1.4

Continue to support the Louisiana Prison Foundation in an effort to build or upgrade interfaith chapels at Louisiana prisons.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Recidivism rate among adult offenders that participated in faith-based programs.

Program D: Health Services

Program Authorization: R.S. 15:821-840.2; R.S. 36:401-409

MISSION

The mission of the Health Services Program is to provide the appropriate level of healthcare to the inmate population to meet their basic medical, dental and mental health needs, thus allowing them to maintain their health and participate in institutional programs.

GOALS

- I. The Health Services Program will continue to assure that the health of all inmates is adequately evaluated and that proper and effective treatment is provided as needed in order to maintain inmate health.**

Objective I.1

Ensure inmate education regarding disease management in order reduce the number of deaths by illness by 1% by 2010.

Strategy I.1.1

Maximize communication between security and the healthcare departments so that information about inmate activities can be used as data in deciding duty status and other health-related issues.

Strategy I.1.2

Educate about at-risk behaviors for sexual and blood-borne illness.

Strategy I.1.3

Educate about health benefits of moderate exercise.

Strategy I.1.4

Educate about smoking cessation.

Strategy I.1.5

Screen weekly for treatable diseases.

Strategy I.1.6

Treat diseases using standardized treatment plans that incorporate necessary standards of healthcare as applicable to prison medicine.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Number of deaths by illness.

Number of cases of Tuberculosis.

Number of cases of HIV.

Number of cases of AIDS.
Number of cases of Hepatitis C.
Average number of inmates in dialysis unit
Number of inmate days in private hospital facilities

Objective I.2

Increase the number of substance abuse services available to all inmates by 10% by the year 2010.

Strategy I.2.1

Identify those needing substance abuse services.

Strategy I.2.2

Offer substance abuse services to inmates with identified need including therapeutic communities and the Blue Walters Substance Abuse Program.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Percentage of inmates that are self-reported with substance abuse problems upon admission.

Percentage of positive drug screens.

Program E: Diagnostic

Program Authorization: R.S. 15:821-840.2; R.S. 36:401-409

MISSION

The mission of the Diagnostic Program is to provide one of the most modern facilities in the South in order to allow newly-committed State inmates to receive a complete medical examination, a thorough psychological evaluation and an in-depth social work-up.

- I. The Diagnostic Program will effectively classify, reclassify and place newly-committed inmates in the facility best suited to the inmates' and society's needs.**

Objective I.1

Decrease the number of assaults (inmate on staff and inmate on inmate) by 5% by 2010.

Strategy I.1.1

Effectively process newly-committed inmates and place them in the most appropriate facility.

Strategy I.1.2

Provide inmates with a complete medical examination, psychological evaluation and an in-depth social work-up.

Strategy I.1.3

Provide CORE assessments to generate better treatment plans to reduce recidivism.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Number of assaults – inmate on staff.

Number of assaults – inmate on inmate.

Number of sex offenses.

Program F: Auxiliary

Program Authorization: R.S. 15:821-840.2; R.S. 36:401-409

PROGRAM DESCRIPTION

The Inmate Canteen Fund is administered as a service to inmates. The fund is used to account for purchases by inmates of consumer items from the institution's canteen. The institution supplies basic food and hygiene products to inmates. However, the Inmate Canteen Fund provides a mechanism for inmates to obtain items in greater quantity or variety than supplied by the institution. This account is funded entirely with fees and self-generated revenues derived from inmate canteen sales.

WINN AND ALLEN CORRECTIONAL CENTERS

MISSION

The mission of Winn Correctional Center and Allen Correctional Center is to house sentenced felons for the Louisiana Department of Public Safety and Corrections. Specifically, the facilities maintain the necessary level of security to ensure public safety, as well as provide work programs, academic programs and vocational programs to incarcerated offenders.

Program A: Administration

Program Authorization: R.S. 15:821-840.2; R.S. 401-409; R.S. 39:1800.1-1800.7

MISSION

The mission of the Administration Program is to properly account for the direct costs incurred by the State in operating the facility.

GOALS

- I. **The Administration Program will ensure that the unit operates safely, efficiently and effectively through management's leadership, adherence to departmental regulations and procedures and by meeting ACA standards.**

Objective I.1

Review processes and innovations in the industry to ensure that the safest and most economical, efficient and effective services are provided in all institutions in order to qualify for ACA accreditation every three years.

Strategy I.1.1

Continue to work in the area of electronic records keeping and communications through a local area network, as well as a wide area network.

Strategy I.1.2

Use available technology, increase efficiency and provide staff with better automation tools to enable efficient processing and management of the inmate population and other automated systems and processes.

Strategy I.1.3

Annually review literature and ACA information to seek more efficient and effective programming techniques.

Strategy I.1.4

Conduct annual risk management audits.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Percent of adult institutions accredited by ACA.

Program B: Purchase of Correctional Services

Program Authorization: R.S. 15:821-840.2; R.S. 36:401-409; R.S. 39:1800.1-1800.7

MISSION

The mission of the Purchase of Correctional Services is to provide sufficient resources and accountability for funds required for contract obligations with the private provider.

GOAL

- I. The Purchase of Correctional Services Program will maximize public safety through appropriate and effective correctional, custodial and supervisory programs.**

Objective I.1

Reduce the number of escapes to zero by 2010, and apprehend all escapees at large.

Strategy I.1.1

Follow accepted correctional practices.

Strategy I.1.2

Provide training for security officers annually (40 hours) on policies and procedures.

Strategy I.1.3

Provide additional specialized training for staff members annually (supplemental 40 hours).

Strategy I.1.4

Implement necessary controls and approve adequate facilities and security personnel

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Number of escapes.

Number of apprehensions.

II. The Purchase of Correctional Services Program will provide for the safety of the correctional staff and inmates by maintaining an organized and disciplined system of operations that promotes stability in the institution.

Objective II.1

Minimize security breaches by maintaining the number of inmates per Corrections Security Officers through 2010.

Strategy II.1.1

Conduct scenarios to determine effectiveness of existing security procedures, staff implementation of those procedures and utilize the results as a training aid.

Strategy II.1.2

Improve communications by enhancement of existing radio system.

Strategy II.1.3

Improve supervision via establishment of additional supervisory positions and promotion into those positions of qualified staff to provide expanded (after hours) supervisory coverage.

Strategy II.1.4

Intensify training for staff and expand training opportunities.

Strategy II.1.5

Improve management of problem inmates via management programs designed to encourage improved behavior.

Strategy II.1.6

Routinely review procedures.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Number of inmates per Corrections Security Officer.

III. The Purchase of Correctional Services Program will provide maximum opportunities for inmates who demonstrate motivation for change to participate in academic, vocational and literacy activities in an effort to successfully reintegrate them into society.

Objective III.1

Reduce the recidivism rate of inmates participating in educational programs by 5% by 2010.

Strategy III.1.1

Further enhance educational programming with special emphasis on literacy.

Strategy III.1.2

Further enhance vocational education opportunities with emphasis on readily employable skills, such as welding, etc.

Strategy III.1.3

Teach all inmates Character Counts and parenting skills as part of the Children's Initiatives.

Strategy III.1.4

Teach life skills programs to inmates.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Recidivism rate of inmates participating in educational programs.

Percentage of the eligible population participating in educational activities.

Percentage of the eligible population on a waiting list for educational activities.

IV. The Purchase of Correctional Services Program will provide benefits to the State and local government by requiring all able-bodied inmates to participate in work programs and on-the-job training.

Objective IV.1

Maintain 97% or better utilization of inmates in work programs quarterly.

Strategy IV.1.1

Maintain and improve participation in Project Clean-Up.

Strategy IV.1.2

Monthly review of statistics by Department Secretary.

Strategy IV. 1.3

Teach inmates work ethics through participation in work programs.

Louisiana: Vision 2020 Link: This operational objective is related to Vision 2020 Recommended Objective 1.10: To build a workforce with the education and skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs; Objective 1.11: To increase workforce participation rates among traditionally underutilized sources of workers (women, minorities, disabled, ex-offenders, immigrants, elderly, etc.); Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): This operational objective is related to Workforce Development Commission's efforts to coordinate job-training activities.

Performance Indicators

Percentage of inmates on regular duty.

Project Clean-Up number of man-hours per week.

- V. The Purchase of Correctional Services Program will provide inmates an opportunity for spiritual growth and constructive ways to interact and use energy by offering faith-based guidance and recreational programs in an effort to reduce recidivism.**

Objective V.1

Decrease recidivism of those participating in faith-based programs by 10% by 2010.

Strategy V.1.1

Provide faith-based services weekly to interested inmates.

Strategy V.1.2

Circulate calendar of faith-based programs to interested inmates.

Strategy V.1.3

Provide quality programming and grief counseling.

Strategy V.1.4

Continue to support the Louisiana Prison Foundation in an effort to build or upgrade interfaith chapels at Louisiana prisons.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Recidivism rate among adult offenders that participated in faith-based programs.

- VI. The Purchase of Correctional Services Program will assure that the health of all inmates is adequately evaluated and that proper and effective treatment is provided as needed in order to maintain inmate health.**

Objective VI.1

Ensure inmate education regarding disease management in order reduce the number of deaths by 1% by 2010.

Strategy VI.1.1

Maximize communication between security and the healthcare departments so that information about inmate activities can be used as data in deciding duty status and other health-related issues.

Strategy VI.1.2

Educate about at-risk behaviors for sexual and blood-borne illness.

Strategy VI.1.3

Educate about health benefits of moderate exercise.

Strategy VI.1.4

Educate about smoking cessation.

Strategy VI.1.5

Screen weekly for treatable diseases.

Strategy VI.1.6

Treat diseases using standardized treatment plans that incorporate necessary standards of healthcare as applicable to prison medicine.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Number of deaths by illness.

Number of cases of Tuberculosis.

Number of cases of HIV.

Number of cases of AIDS.

Number of cases of Hepatitis C.

Number of inmate days in private hospital facilities

Objective VI.2

Increase by 10% the number of substance abuse services available to all inmates by the year 2010.

Strategy VI.2.1

Identify those needing substance abuse services.

Strategy VI.2.2

Offer substance abuse services to inmates with identified need including therapeutic communities and the Blue Walters Substance Abuse Program.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Percentage of inmates that are self-reported with substance abuse problems upon admission.

Percentage of positive drug screens.

ADULT PROBATION AND PAROLE

Program A: Administration and Support

Program Authorization: R.S. 15:574.2-15:574.20; R.S. 36:401-409

MISSION

It is the mission of the Administration and Support Program to provide management direction, guidance and coordination, as well as to provide the administrative support services necessary for all operational needs. To carry out this mission, the Administration and Support Program provides quality administration, policy development, financial management and leadership. To increase efficiency and effectiveness, policies and procedures are reviewed in order to standardize the processes to the extent possible. This required the development of the necessary documents and procedures to guide the process by the Administration and Support Program. Appropriate staffing standards and formulas are developed and implemented; and workloads are monitored and compared to statutory workload limits. Priority is placed on the hearing of parole and probation revocation cases in an expeditious manner.

GOALS

- I. **The Administration and Support Program will continue to provide for administration and leadership on a state-wide level for services rendered to adult jurisdictional courts, the Boards of Parole and Pardon and the Interstate Compact states.**

Objective I.1

Continue to annually maintain ACA accreditation in 100% of correctional facilities.

Strategy I.1.1

Continue to monitor workload standards, policies and procedures.

Strategy I.1.2

Develop a Revocation Probation and Parole Center to create savings for the State by reducing the cost of incarcerating technical probation and parole violators, provide a safe alternative to further incarceration for those eligible to participate in the program, and address the rehabilitation needs of offenders by providing intensive substance abuse treatment, moral recognition therapy, anger management and other suitable programs.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Percentage of ACA accreditation maintained.

Program B: Field Services

Program Authorization: R.S. 15:574.2-15:574.20; R.S. 36:401-409

MISSION

The mission of the Field Services Program is to supervise adult offenders who are released on probation or parole. The Program's goals are to protect public safety and to facilitate the adjustment and reintegration of offenders into society. The Field Services Program provides skilled supervision of remanded clients; supplies competent investigative reports involved with sentencing, release and clemency; and fulfills extradition requirements. Supervision is also exercised over contract work release centers and the intensive parole cases in the IMPACT program. The Division is in charge of collecting various criminal justice funds, supervision fees, victim's restitution and so forth. Services are provided through offices throughout the State.

GOALS

- I. The Field Services Program will continue to provide efficient and effective control, supervision and reintegration of offenders into society, while at the same time striving to comply with statutory workload limits.**

Objective I.1

Reduce the average caseload per agent by 5% in 2010.

Strategy I.1.1

Develop program efficiencies while complying with statutory workload limits.

Strategy I.1.2

Utilize LARNA as a risk assessment model.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* objective 3.3: To have safe homes, schools and streets throughout the State.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Corrections Services provides flexible work schedules to accommodate employees with child care or other family issues, has an Employee Assistance Program which provides information and guidance for employees and/or family members, supports the Family and Medical Leave Act and provides eligibility for health and other insurances for employees and/or family members.

Other Link(s): Not Applicable.

Performance Indicators

Total number of investigations performed.

Average caseload per agent (number of offenders).

Average number of offenders under supervision.

Average number of offenders under electronic surveillance.

Objective I.2

Reduce the percentage of technical Probation and Parole offenders returning to high-cost incarceration by 5% by 2010.

Strategy I.2.1

Provide safety for the community by fine-tuning and expanding the Probation and Parole Revocation Center, which will divert hundreds of technical parole violators and probation violators to short-term programs (90 days) instead of longer stays in prison for a violation.

Strategy I.2.2

Address the rehabilitation needs of offenders by providing intensive substance abuse treatment, anger management and other suitable programs.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Number successfully completing revocation program.

Percent completing revocation program.

ADULT COMMUNITY-BASED REHABILITATION PROGRAM

Program A: Adult Community-Based Rehabilitation Program

Program Authorization: R.S. 15:1111-1136

MISSION

The mission of the Adult Community-Based Rehabilitation Program is to provide housing, recreation and other treatment activities aimed at resocialization rather than isolation of adult offenders who have been approved for participation in a work release program. The program provides a smooth transition for offenders from prison back to society by affording an opportunity for offenders to obtain employment prior to release from State custody. This assists both the offender and his family. These facilities are non-secure, community-based, residential facilities that have generally been utilized as a reintegration resource. The use of the facilities expanded as an alternative to incarceration for parole technical violators. The Department of Public Safety and Corrections developed standard operating procedures (SOPs) to be followed by community contractors who house adult inmates in the community rehabilitation centers. These SOPs include provisions for ACA accreditation. The responsibilities of the Division of Probation and Parole have expanded to include monitoring of functions and services of community rehabilitation centers (halfway houses and work release programs).

GOALS

- I. **The goal of the Adult Community-Based Rehabilitation Program is to provide for the housing of offenders who are qualified for work release programs through the Adult Community-Based Rehabilitation Program.**

Objective I.1

Reduce recidivism for those participating in work release programs by 5% by 2010.

Strategy I.1.1

Monitor service providers annually.

Strategy I.1.2

Continue to provide cost-effective alternatives to incarceration through a competitive selection process.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Recidivism rate of inmates participating in work release programs.

SHERIFFS' HOUSING OF STATE INMATES

Program A: Sheriffs' Housing of State Inmates

Program Authorization: R.S. 15:824; R.S. 33:1432; R.S. 574.2-574.21; R.S. 15:1111

MISSION

It is the mission of the Sheriffs' Housing Program to provide a safe and secure environment for the adult male and female offenders who have been committed to State custody and are awaiting transfer to Corrections Services. Due to space limitation in State correctional institutions and other considerations, the Department of Public Safety and Corrections (DPS&C) utilizes parish and local jails for housing offenders.

GOALS

- I. **The goal of the Sheriffs' Housing of State Inmates Program is to continue the Community Corrections Partnership which utilizes parish and local jails for housing offenders committed to the State's custody and awaiting transfer to Corrections Services and to reimburse local authorities through the Sheriffs' Housing Program.**

Objective I.1

Utilize local facilities as cost-efficient alternatives to State institutions while reducing local recidivism rate by 5% by 2010.

Strategy I.1.1

Ensure that basic jail guidelines are followed.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Average total number of offenders housed per day.

Average number of adults housed per day in local facilities.

Percentage of adult inmate population housed in local facilities.

Recidivism for inmates in local facilities.

LOUISIANA PRISON ENTERPRISES

MISSION STATEMENT

The mission of Prison Enterprises is to utilize the resources of the Department in the production of food, fiber and other necessary items used by the inmates in order to lower the cost of incarceration; to provide products and services to State agencies and agencies of parishes, municipalities and other political subdivisions; and to provide work opportunities for inmates.

R.S.15:1153(A)

GOALS

- I. Ensure total customer satisfaction with Prison Enterprises' products and services.**
- II. Promote and expand private sector involvement in prison-based work programs through PS/PIE activities.**
- III. Increase the volume of sales to parish and local governmental entities, including non-profit organizations with particular emphasis on correctional institutions.**
- IV. Realize maximum productivity in farming, livestock and swinery operations, meeting or exceeding State and regional yields and prices for similar operations.**
- V. Maintain certification under the American Correctional Association Performance-Based Standards for Correctional Industries.**
- VI. Support the CORE initiative and establish re-entry programs.**
- VII. Increase efficiency and reduce costs in Prison Enterprises' administrative and field operations.**

GOALS

I. Ensure total customer satisfaction with Prison Enterprises' products and services.

Objective I.1

Decrease percentage of customer complaints by 5% by 2010.

Strategy I.1.1

Benchmark prices of goods and services and product specifications against private sector companies and/or other correctional industries producing similar products and services.

Strategy I.1.2

Evaluate total costs of production and establish aggressive pricing positions to maximize savings to customer agencies and capture greater market share while covering costs.

Strategy I.1.3

Design products and services to meet specific needs of customers and to meet industry standards in quality.

Strategy I.1.4

Continue to evaluate packing methods and equipment to minimize occurrences of damage during delivery.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Percentage of customer complaints to orders delivered.

Percentage of orders damaged.

Objective I.2

Have 100% on-time deliveries by 2010.

Strategy I.2.1

Improve communication between manufacturing, marketing and sales staff to establish realistic promised delivery dates for each product line.

Strategy I.2.2

Continue to improve transportation scheduling and routing of trucks to eliminate unnecessary delays and minimize delivery errors.

Strategy I.2.3

Continue to utilize alternative methods of delivery of certain items or to remote destinations to eliminate delays and/or save transportation costs.

Louisiana: Vision 2020 Link: Not Applicable.
Children's Cabinet Link: Not Applicable.
Human Resource Policies Beneficial to Women and Families Link: Not Applicable.
Other Link(s): Not Applicable.

Performance Indicator

Percentage of orders delivered on or before promised delivery date.

II. Promote and expand private sector involvement in prison-based work programs through Private Sector/Prison Industry Enhancement (PS/PIE) activities.

Objective II.1

Increase the number of inmates working for private sector employers by 4% annually.

Strategy II.1.1

Increase awareness of PS/PIE opportunities.

Strategy II.1.2

Maintain certification under the Bureau of Justice Assistance guidelines for PS/PIE programs.

Louisiana: Vision 2020 Link: Not Applicable.
Children's Cabinet Link: Not Applicable.
Human Resource Policies Beneficial to Women and Families Link: Not Applicable.
Other Link(s): Not Applicable.

Performance Indicator

Number of inmates participating in PS/PIE programs.

Objective II.2

Increase the number of private sector companies participating in PS/PIE programs by 4% annually.

Strategy II.2.1

Establish relationships with outside organizations in order to facilitate an expedited certification process for new PS/PIE agreements.

Strategy II.2.2

Pursue method of constructing and financing a physical facility to house PS/PIE Programs independent of capital outlay process, paid for out of revenue generated by PS/PIE operations.

Strategy II.2.3

Research issues related to the setting of premiums for Workers Compensation insurance covering inmates employed in a PS/PIE program.

Louisiana: Vision 2020 Link: Not Applicable.
Children's Cabinet Link: Not Applicable.
Human Resource Policies Beneficial to Women and Families Link: Not Applicable.
Other Link(s): Not Applicable.

Performance Indicators

Number of new PS/PIE programs established.

Number of private sector companies participating in PS/PIE programs.

III. Establish and maintain contact with administrators of all State, parish and local correctional facilities apprising them of the range of products and services available through Prison Enterprises and strive to increase the volume of sales to State, non-State and non-profit agencies.

Objective III.1

Increase the volume of sales to parish and local governmental entities, including non-profit organizations with particular emphasis on correctional institutions by 10% annually.

Strategy III.1.1

Maintain and update comprehensive list of all Louisiana correctional facilities and establish contact with administrators to provide product catalog and price contract.

Strategy III.1.2

Maintain personal contact with all jail administrators and/or procurement staff through sales calls to provide awareness of products and services available through Prison Enterprises.

Strategy III.1.3

Continue to identify current sources/vendors for purposes of comparative pricing.

Strategy III.1.4

Continue to determine areas of need at each prison that could be met by Prison Enterprises.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Volume of sales to State, parish and local correctional and other facilities.

IV. Realize maximum productivity in farming, livestock and swinery operations.

Objective IV.1

Reduce the costs of operations by 3% by 2010.

Strategy IV.1.1

Monitor the volume of pork products procured annually at various correctional institutions and the average prices paid for these products.

Strategy IV.1.2

Develop cost projections to slaughter, process and package pork and beef products for sale along with estimated cost of finished products, utilizing the services of a professional consultant if deemed necessary.

Strategy IV.1.3

Raise finished hogs for slaughter, processing and sale of pork to correctional institutions to improve the efficiency of the Wade Swinery operation and the Wakefield Meat Plant. Further process purchased meats to make the Wakefield Meat Plant more cost efficient.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Annual cost of operations.

V. Maintain certification under American Correctional Association Performance-Based Standards for Correctional Industries.

Objective V.1

Ensure that 100% of Prison Enterprise's operating units are in compliance with the ACA Performance-Based Standards for Correctional Industries every three years.

Strategy V.1.1

Request ACA re-accreditation under revised Performance-Based Standards.

Strategy V.1.2

Maintain necessary files at each field unit to demonstrate ongoing compliance with each standard.

Strategy V.1.3

Maintain ACA files at Prison Enterprises headquarters to document ongoing compliance with all Performance-Based Standards for Correctional Industries products for sale to correctional institutions.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Percentage of operating units that are in compliance with ACA Performance-Based Standards for Correctional Industries.

VI. Support the CORE initiative and establish re-entry programs.

Objective VI.1

Increase the number of inmates placed in jobs upon release by 4% through 2010.

Strategy VI.1.1

Develop communication system with CORE departmental coordinator, and establish industry/agriculture coordinator for re-entry initiatives.

Strategy VI.1.2

Develop training curricula for attitude development, and work in vocational linkage programs.

Strategy VI.1.3

Solicit community and business/labor as resources and volunteers for re-entry skills development and job placement.

Strategy VI.1.4

Educate inmates about services available through State and social service agencies.

Strategy VI.1.5

Community resource information will be maintained and updated as necessary to stay current with programs and services.

Strategy VI.1.6

Establish and implement a tracking system to improve outcome measure reporting and to support CORE initiatives.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Number of certificates awarded.

Number of inmates placed in jobs upon release.

VII. Operate all administrative and field operations in a cost effective and efficient manner.**Objective VII.1**

Reduce costs in Prison Enterprises' administrative and field operations by 2.5% annually in an effort to increase efficiency.

Strategy VII.1.1

Monitor hours worked and salary expense versus productivity by Prison Enterprises employees in each department.

Strategy VII.1.2

Perform monthly comparisons of overhead costs throughout Prison Enterprises.

Strategy VII.1.3

Constantly seek innovative ways to reduce costs per unit produced at each Prison Enterprises operation.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Overhead expenses as allocated to cost centers.